

UCA FILE

Fed Pers

OCA 87-4018/1

15 SEP 1987

MEMORANDUM FOR THE RECORD

SUBJECT: 20 August 1987 Meeting at the Defense Intelligence Agency to Discuss
CIA's Draft Human Resource and Compensation Proposal

1. On 20 August 1987, Hugh E. Price and the undersigned met with Mr. [redacted] Assistant Deputy Director for Human Resources, and [redacted] Chief, Policy and Program Division, to get their views about our draft Human Resource proposal, copies which had previously been given them.

2. We began by reviewing the status of the draft, noting that employee and management comments were expected at the end of September. The Task Force would review these inputs and then begin work on a second draft which would incorporate the comments and ideas which were received. It was explained that we also sent copies of the draft report to the National Security Agency, the Office of Personnel Management, the Office of Management and Budget, and our two oversight committees. We noted the concerns expressed by House Permanent Select Committee on Intelligence staffers that our personnel thinking did not focus on the needs of the other Intelligence Community agencies and that this, in part, might be behind the effort to establish a Presidential Commission to review the Intelligence Community's personnel systems. [redacted] agreed with the need to be sensitive to the particular needs of each Agency but said this should not mean homogenizing all Intelligence Community agencies into a single mold. Indeed, such efforts to homogenize were neither helpful nor desired. We agreed.

3. With respect to the report itself, [redacted] stated that while he could quibble with one or two of the proposals, he liked the plan and felt that we had published a first-class piece of work with many interesting and useful features. He particularly liked the flexible benefits program and the annual leave proposals. He felt that these were new approaches which his agency had not considered and he wanted to be kept apprised of our efforts in these areas. He also liked the occupational banding proposals and noted that the Defense Intelligence Agency's recently established occupational career ladder system made banding an easy, logical next step. On the other hand, he felt that the Defense Intelligence Agency already had gone most of the way toward implementing some of our ideas concerning performance appraisal, dual career tracks, and position classification decentralization.

4. [redacted] said that when the Defense Intelligence Agency got new personnel authorities a couple of years ago, it set up occupational career ladders and it decentralized promotion authority so that as long as managers stayed within the career ladder system and did not exceed the number of promotions allocated to each Directorate, there was no further personnel interference. He noted that there had been an initial "bow wave" that raised costs as some position classification inequities were ironed out. Since then, however, the system has stayed in balance without significant cost escalation.

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: 20 August 1987 Meeting at the Defense Intelligence Agency to Discuss
CIA's Draft Human Resource and Compensation Proposal

STAT

5. [] also stated that he had implemented a new performance appraisal system with occupationally based performance standards which was working very well. He noted that while the CIA culture seemed to be very receptive to using panels, the Defense Intelligence Agency did not favor panels and opted to give additional authority to the line manager. For example, they had made it very easy for line managers to give double steps (Quality Step Increases) or cash awards. All the manager has to do is check a box on the performance appraisal form and, if the second line supervisor agrees, the award goes through with no additional red tape or review. The Comptroller had fears that this would be a budget buster, but nothing of the sort happened. The amounts given by the various components are tabulated and, if particular components are out of line, senior management deals with the problem quickly.

STAT

6. One final point was stressed. The Defense Intelligence Agency credited the success of its new program to the training given managers and personnelists. [] noted however, that as much training as had occurred, it still was not enough and he cautioned us to have clear management commitment to training in advance of implementing any new system.

STAT

STAT

7. At the conclusion of the meeting we agreed to additional lower-level staff contacts and said that we would continue to keep [] informed about our Human Resource project.

[]
Deputy Director of Personnel for
Compensation, Automation and Planning